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ABSTRACT

A "Commission of the Future" was created at Imperial Valley College (IVC) to reevaluate college mission and function. The 29-member commission, composed of faculty, staff, students, and community members, addressed itself to two main tasks. Task #1 was to review written information and data available from two existing state organizations--the Commission on Governmental Reform and the Community College Financing Project. An effort was made to develop policy recommendations based on this information in the four areas of mission and function, finance, governance, and management. In Task #2, the Commission was asked to review philosophy, operational realities and the financial limitations resulting from Proposition 13, and to suggest any changes in mission, activities, or financial structure. Principal recommendations of the Commission included: (1) community colleges must remain open-access; (2) top priority must be given to lower division transfer, occupational, and basic skills programs; (3) financing should be supported through sales taxes--student tuition should be considered; (4) academic tenure should be retained with provision for periodic review by a state board; and (5) the strong local policy base which characterizes California community colleges should be retained and enhanced. Meeting agendas and related materials are appended. (DR)

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ED175488

IMPERIAL VALLEY COLLEGE

COMMISSION ON THE FUTURE
(Final Recommendations)

January, 1979

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JC 790 300

January, 1979

Board of Trustees
Imperial Valley College
Imperial, California

Honorable members:

Enclosed herewith are the recommendations of the Imperial Valley College Commission on the Future.

Thank you for considering this advice as you make decisions affecting the college and our community in the years ahead.

Respectfully submitted,

Dan Angel

Dan Angel, Chairman

Sam Sharp

Sam Sharp, Vice Chairman

Pauline Rice

Pauline Rice, Secretary

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BACKGROUND

Imperial Valley College had its beginning on May 9, 1922 and the present campus was completed in 1962.

The present objectives and philosophy as expressed in our most recent catalog describe IVC as "a public community college which provides an effective means of strengthening and advancing the basic ideals of democracy."

Generally, that concept serves as the base for eight general educational goals:

1. Exercising the privileges and responsibilities of democratic citizenship through the study of the Constitution of the United States, American history, and state and local government; and by participation in student government and the broader society.
2. Developing sound moral and spiritual values to guide our lives, as emphasized throughout the college curriculum and included as an integral part of all college classes.
3. Expressing thoughts clearly in speaking, writing, reading and in listening with understanding through participation in English and speech classes, and in classes formed to develop special study skills; and as practiced in all instructional situations.
4. Using basic mathematical skills necessary in everyday life as studied in mathematics classes.
5. Understanding our cultural heritage so that we may gain a perspective of time and place in the world, as studied in the recommended humanities program.
6. Using methods of critical thinking for the solution of problems and for discrimination among values, as studied in science, mathematics, philosophy, social studies and other classes.
7. Understanding interaction with our biological and physical environment so that we may better adjust to and improve that environment, as studied in the recommended science program.
8. Maintaining good mental and physical health for ourselves, our family and community, as studied in physical education, health education and related areas.

When the Jarvis initiative, a proposition having major and important impact on community colleges as well as other levels of education and governmental services, was ratified by the California electorate on June 6, 1978, Dr. Dan Angel, the newly appointed President of Imperial Valley College, articulated a strong belief that the college should fully and thoroughly re-evaluate its mission and function as a result of Proposition 13. He also noted that the basic philosophy of the college had not been formally re-examined since the State Master Plan for Higher Education was adopted in 1960.

After several discussions with faculty, staff, students, trustees, and community representatives, Dr. Angel presented his request for a "Commission on the Future" for formal approval by the Board of Trustees. In September, 1978, the trustees enthusiastically approved the formation of such a commission. It was decided that twenty-nine persons would compose the committee membership: six faculty, four students, four classified staff, and fourteen community representatives. Dr. Angel was to serve as chairman at the request of the board. Two community representatives were to be selected from each of the trustees districts.

The Commission met on seven occasions throughout November and December, 1978 and January, 1979, and addressed itself to some very basic areas of concern:

1. What is the college doing?
2. What is the college doing well?
3. What should the college be doing?
4. How can college programs and offerings adequately be supported financially?

Specifically, two related but independent efforts were begun. Task #1 addressed state policy issues already being discussed by the Post Commission and the Chancellor's Finance Project. Task #2 related specifically to the mission and function of Imperial Valley College.

TASK #1

As one result of Proposition 13, Governor Brown appointed a thirteen-member Commission on Governmental Reform in late June, 1978. The same Executive Order appointed former State Legislative Analyst Alan Post as

Chairman of that effort and directed that four broad areas be addressed:

1. The effect of Proposition 13 on revenue and expenditures;
2. The tax system of state and local governments;
3. Expenditures of state and local government; and
4. Organization of state and local government.

Of the sixty bulky background papers written for the committee, Project III-20-B addressed the numerous issues concerning higher education. (See Appendix F)

The Chancellor of California Community Colleges, William G. Craig, initiated the Community College Finance Planning Project in the spring of 1978 to undertake a thorough study of the issue of community college finance.

With a goal of comprehensive legislation reforming the method of community college finance, task forces made up of numerous community college interest groups have been meeting frequently over the past several months. The Finance Project involves four major study groups and addresses ten basic functions.

The Commission was asked, therefore, in its first task to review written data available from both the Post Commission and the Chancellor's Finance Project and to reach conclusions which could be recommended to the Imperial Valley College Board of Trustees and then be forwarded and utilized at public and state forums in formulation of state policy.

TASK #2

Task #2 dealt with the premises for the "guns and butter" issue articulated by Lyndon B. Johnson in the early 1960's. The committee was asked to review the mission and function philosophy, the practical present operational reality, the future financial limitations facing the district, and to suggest whether or not the mission, the activities, or the financing should be altered. In short, "By being all things to all people, had Imperial Valley College gone beyond its ability to meet the present needs and provide for future needs under Proposition 13 stringencies?"

COMMUNITY COLLEGE PERSPECTIVE

In 1978 very few national educational experts would have argued with the premise that California had an ideal model for higher educational opportunity:

the Donahoe Act of 1960 was a thorough master plan and community colleges here had truly become "people's colleges" because of the open door, no-tuition, and easy geographic access. Indeed, the support services provided since the early 1960's when combined with the very needed financial aid programs had led to educational opportunity for many who could not earlier take advantage: veterans, women, minorities, and handicapped. Truly California's community colleges were providing the "means of strengthening and advancing the basic ideals of democracy" referred to in the Imperial Valley College catalog. This, then, is the historic mission of the California community college.

Should it be changed? How much? By whom? When? With what results? Such was the "stuff" that composed the context for the Commission on the Future to discuss, debate, and recommend policy.

COMMISSION ACTIONS

Rather than trying to reinvent the wheel, the Commission decided for Task #1 to utilize the four-project format already adopted by the Chancellor's Finance Task Force:

Mission and Function

1. Program Content and Access:

   What programs and services are to be offered and to whom? Do the community colleges continue to provide the diverse set of programs cited in the Board's Philosophy and Goals to all California adults irrespective of prior academic training and other social, cultural and economic factors?

2. Program Priorities:

   Are some community college programs valued more highly by the public than others? Who's to make this determination: elected or appointed representatives, taxpayers, the consumers (students), or all four?

Finance

3. Support Sources:

   Who should pay and for what, given those who benefit and those who pay subsequent to Proposition 13? How are

ability-to-pay criteria to be observed if user fees are employed?

4. Support Techniques:

   How is support to be distributed among colleges? What incentives are built in? Are categoricals or general aid or both used? Where are college budgets determined?

Governance

5. Decisionmaking Structure:

   Who decides broad policy, plans, programs, and budgets for colleges? Who makes college policy, managerial, and operating decisions? When?

6. District and College Organization:

   How are the 106 colleges and 3,000 outreach centers to be organized and managed?

7. Interinstitutional Coordination:

   How do community colleges coordinate their efforts effectively with the other ten suppliers of comparable undergraduate postsecondary education?

Management

8. Use of College Resources:

   How can community college staff, equipment, and buildings be most effectively utilized, recognizing the following factors about these resources: their finite availability, their character, laws concerning their use and price, and their organization?

9. Scheduling and Measuring Student Work:

   What academic calendar and course scheduling techniques are most effective? What is the best balance between classroom instruction and supporting activities such as counseling and use of learning resource centers? What measures of student work and progress are equitable and useful (including nontraditional techniques such as credit by examination, self-pacing, etc.)?

10. Accountability:

    How can legal compliance be separated from evaluation and the latter focused primarily on product or output, rather than process, so that those who pay the bill are

assured of the worth of their investment? What is the proper balance between pre- and post-audits and who's responsible for their conduct?

For Task #2, discussion and debate was handled by a committee of the whole.

RECOMMENDATIONS - TASK #1

1. Mission and Function - Sam Sharp, Chrmn., Pauline Rice, Secy.
   a. Clientele - That the community colleges maintain open access, i.e., the open door policy at a minimal cost to the student.
   b. Function - The continuance of the existing college functions. Although we feel that all nine functions are within the appropriate mission of the community college, we would reorder the priorities into the following three groups:

      Group A: Equal top priority

      1. Lower division transfer, including liberal arts and general education.
      2. Occupational education
      3. Basic skills

      Group B: Of much importance

      6. Community interest education
      7. Student support services
      8. Instructional support services
      9. Public or community services and/or entertainment

      Group C: Desirable but of less priority

      4. Consumer education
      5. Citizenship courses that may best be offered by the high school district

   c. Program Priorities - As much control as possible be retained at the local level by means of continuing needs assessment made by the local board, administrators, faculty, students and community giving strong input.

2. Finance - George Wells, Chrmn., Betty Young, Secy.

   Recommendations for support sources:

   1. Sales tax as the most equitable source of funding, since it is a tax which is already levied.

2. A percentage of the sales tax be earmarked for community college education.
3. Community colleges adopt zero-based budgeting and factoring allowances which shall be stipulated for outlying districts.
4. Any mandated program should be totally funded including administrative costs, and that the cost of implementing all supplementary programs, mandated or not, should be funded by the source, both state and federal.
5. The community college should not be accountable to the County Superintendent of Schools.
6. Once an allocation has been made to a college it should be a firm commitment.
7. Inasmuch as tuition is not free at community colleges in all or most of the other 49 states, tuition be considered as a source of income.

3. Management - Shirley Park, Chrmn., and Secy.
    1. Mid-range solution to retain tenure with provision for periodic review by a State Review board trained for this evaluation. Board would be composed of those who are trained in most fields of instruction offered by community colleges, including a follow-up to see if instructors should be given tenure after review by Board.
    2. The State legislature separate the K-14 requirements of 175 days to K-12 and that grades 13 and 14 attendance requirement be the same as the 4-year institutions.
    3. The credentialling process be given a more rigorous investigation and that those full-time instructors holding a Baccalaureate degree be required to take advance graduate work leading towards a Master's Degree in their teaching field.

4. Increased emphasis on entry-counseling, diagnostic testing and remedial placement of students to insure that they are adequately prepared to succeed in courses selected. The counselor-to-student ratio should be as low as economically feasible. Community colleges improve and maintain their outreach programs.

4. Governance - Eloy Urrutia, Chrmn.

1. There are presently 70 community college districts and 106 community colleges. Much of the history of community colleges has been conducted from a strong local policy base and that practice should be continued as is or enhanced.
2. Of the perceived eight powers and duties (influence, budget and allocation, program and course approval, planning, personnel, admissions, new facilities, and academic standards) all should be exercised at the closest level possible to those served.
3. Although boards and councils may be constituted by either election or appointment, it was felt that a lay board locally elected is by far the best arrangement.

RECOMMENDATIONS - TASK #2

1. The mission and function of Imperial Valley College can best be described in terms of clientele, purposes and priorities.
2. It was agreed that the college should continue with nine major functions grouped in a four-point priority:

Group A — Lower division transfer, occupational education and basic skills

Group B — Instructional support services, and student support services

Group C — Community interest education and public or community services

Group D — Consumer education and citizenship courses

3. Imperial Valley College should maintain its comprehensive nature and open admission policy at a minimal cost to the student.
4. A continuing mechanism for determination of community needs should be established and continued in order to provide periodic review.

APPENDIX A

COMMISSION ON THE FUTURE

COMMUNITY:

Brawley	- Fred Corona Shirley Park	El Centro	- Fred Escalera Madeline Kuhn
Calexico	- Hector Armijo Armando Zuniga	Holtville	- Louis Rosales Sam Sharp, Chairman
Calipatria	- Romualdo Medina Betty Young	Imperial	- Lawrence Eager Evelyn Shipman

San Pasqual - Bernadine Arrow
Tony Kelly

FACULTY:

Raul Aragon (Counseling)
Bobbie Arterberry (Learning Center)
Luther Finley (Math & Engineering)
Janyth Fredrickson (English)
Pauline Rice (Humanities), Secretary
William Thornburg (Business)

STAFF:

Marge Combow (Placement)
Claudine Duff (Student Services)
Tony Escalera (Printing)
Sandra Petris (Personnel)

STUDENTS:

Tammi Brown, Holtville
Vince Warfield, El Centro
George Wells, Brawley
Eloy Urrutia, Jr., Calexico

ADMINISTRATION:

Dr. Dan Angel, Chairman

APPENDIX B

MEETINGS

OF

THE COMMISSION ON THE FUTURE

Monday	11/6/78	-	Casbah Room, College Center
Thursday	11/16/78	-	IVC Art Gallery
Wednesday	11/29/78	-	Student Services Center
Tuesday	12/6/78	-	IVC Board Room
Thursday	12/14/78	-	Library/Media Center
Wednesday	12/20/78	-	Administration Building Lobby
Tuesday	1/23/79	-	Casbah Room, College Center

IMPERIAL VALLEY COLLEGE
COMMISSION ON THE FUTURE

Minutes of November 6, 1978
Casbah Room

CALL TO ORDER — Chairman Angel called the meeting to order at 7:35 p.m.

OUTLINE OF TASKS — Dr. Angel charged the Commission with the following tasks:
1. At the local level to reexamine our college mission.
2. At the state level to give input to the financial study being made by the Chancellor's Office and to the Alan Post Commission on Governmental Reform which includes the community colleges as one of its projects.

TIME FRAME — The Commission's deadline for input is December 20.

COMMISSION'S ROLE — The Commission will serve as a recommending group and it's proposals will go directly to the Board.

SUB-COMMITTEES — Members were asked to express their preference for membership on one of the following sub-committees:
1. Mission and Function
2. Finance
3. Governance
4. Management

ELECTIONS — Sam Sharp was elected Vice-Chairperson and Pauline Rice Secretary.

MEETINGS — The chairman announced that the full committee would meet four times and that one wrap-up meeting will be scheduled in January.

The next meeting was set for Thursday, November 16, 7:00 p.m., in the Art Gallery.

ASSIGNMENTS — The chairman requested that members:
1. Bring their college catalog to the meetings.
2. Read the reports and literature distributed by the chairman.

ADJOURNMENT — The meeting was adjourned at 8:45 p.m.

Pauline Rice,
Secretary

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IMPERIAL VALLEY COLLEGE COMMISSION ON THE FUTURE

Meeting - Thursday, November 16, 1978
Art Gallery

Present	Evelyn Shipman, Hector Araujo, Laurence Eager, Sam Sharp, Bill Thornburg, George Wells, Tami Brown, Madeline Kuhn, Frederick Corona, Bobbie Arterberry, Fred Escalera, Marge Combow, Claudine Duff, Raul Aragon, Janyth Frederickson, Pauline Rice, Luther Finley, Ronaldo Medina, Tony Escalera, Sandra Petris, Shirley Park
Call to Order	Chairman, Dan Angel, called the meeting to order at 7:00 p.m.
Minutes Approved	Minutes of the meeting of November 6 were read and approved.
Assignments	Members were assigned to sub committees and given working papers for sub committees: 1. Community College Mission and Function 2. Community College Finance 3. Community College Governance 4. Community College Management
Division Chairmen Reports	Informational reports were given by Division Chairpersons: Wayne Wolski - English Division Rafael Santos - Business Division Barbara Macci - Behavioral Science Walter Samson - Social Science Luther Finley - Math and Engineering
Discussion	Several questions were asked and discussion followed.
Chancellor's Need Fund Explained	Chairman Angel explained IVC's appeal to the Chancellor's Office for funds to meet special needs, the hearing set for December 7, 1978, in San Diego.
Assignments	Chairman Angel requested members to do their reading for their sub committee assignment and announced that there would be three more division reports and a budget presentation November 29, 1978.
Adjournment	The meeting adjourned at 9:30 p.m.

Imperial Valley College

Commission on the Future
Minutes of Meeting November 29, 1978
Scudent Services Center
IVC

PRESENT	Dan Angel, Chairperson, Pauline Rice, Secretary, Luther Finley, Betty Young, Hector Araujo, Bill Thornburg, L.S. Eager, Evelyn Shipman, Tami Brown, Claudine Duff, Sam Sharp, Marge Combow, Raul Arazon, Janyth Fredrickson, Armando Zuniga
CALL TO ORDER	The meeting was called to order at 7:00 p.m.
GUESTS	Gary Hulst, Ray White, Rauha Koski, Dave Barton, Rollie Wisbrock
APPROVAL OF MINUTES	M/S/C that the minutes be approved as corrected to include Mr. Pendley's divisional report.
DIVISION CHAIRPERSON REPORTS	1. Gary Hulst - Health Education and P.E. 2. Ray White - Auto, Agriculture and Welding 3. Rauha Koski - Nursing Education and Health Technologies 4. Rollie Wisbrock - Humanities
BUDGET REPORT	Mr. Dave Barton, Associate Superintendent of Business gave a report on community college financing pre-"Proposition 13" and post-"Proposition 13" and Imperial Valley College's status with reference to these periods.
DISTRIBUTION OF MATERIALS	The chairperson distributed materials to members to study prior to the next meeting and gave directives for the goals of the next meeting:
GOALS FOR NEXT MEETING	1. Sub-committees will meet and discuss their assigned area and make recommendations to present to the full committee. 2. Each sub-committee will elect a chairperson and recording secretary, one of whom will be an IVC staff member. 3. Minutes of the sub-committee secretary will be given to the secretary of the full committee, Pauline Rice.
NEXT MEETING	The chairperson announced that the next meeting would be Tuesday, December 5, 7:00 p.m., the place to be announced.
ADJOURNMENT	The meeting adjourned at 9:20 p.m.

Imperial Valley Commission on the Future
Minutes of December 6, 1978
Board Room

PRESENT Sandra Petris, Fred Escalera, Evelyn Shipman, Shirley Park, Luther Finley, Janyth Fredrickson, Claudine Duff, Sam Sharp, Betty Young, L.S. Eager, George Wells, Marge Combow, Frederick Corona, Bobbie Arterberry, Eloy Urrutia, Jr.

VISITING RESOURCE PERSONS Dean Leptich, Dave Barton, John DePaoli

CALL TO ORDER The meeting was called to order by the Chairman, Dan Angel at 7:10 p.m. in the Board Room.

ASSIGNMENTS Each Sub-Committee was given its assignment to discuss the issues of their area and to give written recommendations within 1½ hours to the full committee for further discussion and/or questions.

SUB-COMMITTEE REPORTS AND RECOMMENDATIONS

1. Mission and Function - Sam Sharp, Chairman, Pauline Rice, Secretary

Recommendations:

a. Clientele - That the community colleges maintain open access, i.e., the open door policy at a minimal cost to the student.

b. Function - The continuance of the existing college functions. Although we feel that all 9 functions are within the appropriate mission of the community college, we would reorder the priorties into the following 3 groups:

Group A - Equal top priority
1. Lower division transfer, including liberal arts and general education.
2. Occupational education
3. Basic skills

Group B - Of equal importance but less priority
6. Community interest education
7. Student support services
8. Instructional support services
9. Public or community services and/or entertainment

Group C - Highly desirable but less appropriate
4. Consumer education
5. Citizenship

c. Program Priorities
As much control as possible be retained at the local level by means of continuing needs assessment made by the local board, administrators, faculty, students and community giving strong input.

2. Finance - George Wells, Chairman, Betty Young, Secretary.

Recommendations for Support Sources:

1. Sales tax as the most equitable source of funding, since it is a tax which is already levied.
2. A percentage of the sales tax be earmarked for community college education.
3. Community colleges adopt zero-based budgeting and factoring allowances which shall be stipulated for outlying districts.
4. Any mandated program should be totally funded including administrative costs, and that the cost of implementing all supplementary programs, mandated or not, should be funded by the source, both state and federal.
5. The community college should not be accountable to the County Superintendent of Schools.
6. Once an allocation has been made to a college it should be a firm commitment.
7. In as much as tuition is not free at community colleges in all or most of the other 49 states, tuition be a source of income.

3. Management - Shirley Parks, Chairperson and Secretary

Recommendations:

1. Mid-range solution to retain tenure with provision for periodic review by a State Review Board trained for this evaluation. Board would be composed of those who are trained in most fields of instruction offered by community colleges, including a follow up to see if instructors should be given tenure after review by Board.
2. The State Legislature separate the K-14 requirements of 175 days to K-12 and that grades 13 and 14 attendance requirement be the same as the 4 year institutions.
3. The credentialling process be given a more rigorous investigation and that those full time instructors holding a Baccalaureate degree be required to take advance graduate work leading towards a Masters Degree in their teaching field.
4. Students - Increased emphasis on entry-counseling, diagnostic testing and remedial placement to insure that students are adequately prepared to succeed in courses selected. The counselor to student ration should be as low as economically feasible. Community colleges improve and maintain their outreach programs.

4. Governance - Eloy Urrutia, Chairperson
This committee decided to reschedule their meeting when more members could be present. They will present their report the next meeting.

OBSERVATIONS	Dr. Angel requested visiting resource persons to give their brief observations of the work of the committees.
PROPOSAL FOR FINAL MEETING	Dr. Angel presented a proposal for the last meeting to be arranged more informally with a potluck. He asked the committee to consider this and be prepared to make a decision at the next meeting.
DECEMBER 14 MEETING	The work of this meeting was briefly discussed and Dr. Angel reminded the committee that it would be adressing only the mission of Imperial Valley College. The meeting will be held in The Spencer Library/Media Center.
ADJOURNMENT	The meeting adjourned at 9:30 p.m.

COMMISSION ON THE FUTURE

IMPERIAL VALLEY COLLEGE — Minutes of December 14, 1978

(Spencer Library/Media Center)

Present	D. Angel, P. Rice, S. Sharp, L. Rosales, B. Young, S. Park, F. Corona, F. Escalera, E. Shipman, A. Zuniga, B. Arterberry, J. Fredrickson, W. Thornburg, L. Finley, M. Combow, C. Duff, S. Petris, E. Urrutia, T. Brown.
Guest Resource Persons	J. Walker, D. Gares, R. Lopez, W. Rudolph, H. Lopez
Introductions	Members introduced themselves for the benefit of guests
Format	The chairman presented the suggested format for the evening to include recommendations for Imperial Valley College with respect to mission and function: 1) Clientele; 2) Function or purposes; 3) Program priorities
Discussion	The group discussed the broad goals of the community colleges with respect to IVC. Included in this discussion were the "open door policy," admission requirements, examinations for English proficiency, attrition rates, and criteria for admission.
Motion M/S/C	That IVC maintain open access, i.e., the "open door policy" at as minimal a cost to the student as possible. (Corona/Parks)
Discussion	The group discussed the financial status of IVC and the possibility of increased tuition, lab-type fees for expendable materials and repair of equipment, students' possible difficulty in paying tuition and lab fees, and problems in developing new vocational programs because of the lack of facility and equipment.
Discussion	The group discussed the remaining recommendations of the Sub-committee on Mission and Function.
Motions:	1. It was moved that the committe accept the recommended Group A for priority without numbering items. (M/S/C Fredrickson, Parks.)
	2. It was moved that Group B be composed of (#7) instructional support services and (#8) student support services as they are vital to the implementation of Group A. (M/S/C Parks, Corona)

3. It was moved that we establish Group C as Community Interest Education and Public or Community Services and Group D as Consumer Education and Citizenship Courses that may best be offered by the high school district. (M/S/C Thornburg, Parks)

Discussion Program Priorities

It was moved that as much control as possible be retained at the local level by means of continuing needs assessment made by the local board, administrators, faculty, students and community persons giving strong input by, among other things, periodic reviews and increased advanced notices of board agenda. (M/S/C Parks, Fredrickson)

Next Meeting

The next meeting was announced for December 20, Administration Building, 7:00 p.m., with the agenda to be a review of our decisions and the completion of recommendations/

Adjournment

The meeting was adjourned at 9:45 p.m.

Pauline Rice, Secretary

IVC COMMISSION ON THE FUTURE
Minutes of December 20, 1978
Administration Building

Call to Order	- 7:00 p.m.
Attendance	- R. Aragon, S. Sharp, W. Thornburg, S. Park, C. Duff, B. Young, M. Kuhn, T. Escalera, S. Petris, M. Combow, R. Medina, P. Rice, D. Angel
Discussion	- The Committee discussed previous decisions and reassessed actions taken.
Future	- The Chairman explained that our complete document would be sent to each member to be reviewed prior to the last meeting.
Last Meeting	- The last meeting will be a potluck dinner meeting for the finalization process, Tuesday, January 23, at 7:00 p.m., in the Casbah Room, IVC College Center.
Adjournment	- 8:45 p.m.

Pauline Rice
Secretary

COMMISSION ON THE FUTURE

Imperial Valley College — Minutes of January 23, 1979

- Casbah Room -

PRESENT	D. Angel, P. Rice, F. Corona, S. Park, F. Escalera, S. Sharp, L. Eager, E. Shipman, R. Aragon, J. Fredrickson, W. Thornburg, M. Combow, C. Duff, T. Escalera, S. Petris, T. Brown.
POTLUCK DINNER	The members of the Commission and their guests shared a potluck dinner from 7:00 to 8:00 p.m.
CALL TO ORDER	The meeting was called to order at 8:00 p.m.
MINUTES APPROVED	Minutes of December 14 and 20 were approved.
REVIEW OF FINAL REPORT	The Final Report was reviewed and revised.
MOTIONS FOR REVISIONS	1. That 1.b. Group C, page 7, be corrected to use the language as stated in the minutes of December 14: "Citizenship courses that may best be offered by the high school district," (M/S/C Thornburg, Fredrickson) 2. That 1.b. Group B be revised to read "Of much importance" (M/S/C Fredrickson, Park) 3. That 1.b. Group C be revised to read "Desirable but of less priority" 4. That the wording "four-pronged priority" in 2 of "Recommendations - Task No. 2", page 9, be revised to read "four-point priority" (M/S/C Thornburg, Park) 5. That the report be accepted as revised and sent to the Board of Trustees for review and approval (M/S/C Shipman, Eager)
REVIEW PROCESS	Chairman Dan Angel reviewed the process through which the accepted report would be transmitted to the Board of Trustees and the Chancellor's Office.
CERTIFICATES	Vice-Chairman Sam Sharp presented certificates of appreciation to the members of the commission.

FINANCIAL STATUS Chairman Dan Angel reviewed the current fiscal status of the college and procedures in process to obtain financial assistance from the Chancellor's Office.

APPRECIATION The Chairman expressed his sincere appreciation for the work of the Commission and its reaffirmation of the College's mission.

ADJOURNMENT The meeting adjourned at 8:45 p.m.

Pauline Rice
Secretary

Neenah Bond
25% COTTON FIBER

7/7/78 (rev. 9/20/78)

COMMISSION ON GOVERNMENT REFORM

A. ALAN POST (Chairman)
State Capitol, Room 1145
Sacramento, CA 95814

HONORABLE TOM BRADLEY
Mayor of Los Angeles
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POST COMMISSION

PROJECT III-20-B

OUTLINE

OF

POSTSECONDARY EDUCATION ISSUES

PROJECT III-20-B Analysis and recommendations as to potential economics--Postsecondary education.

Sept. 30 A. Base Data

CPEC
DOF
UC
CSUC
CCB
CPPE
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CTA

- Description of the system as related to Master Plan for Higher Education as revised or breached to date.
- Costs and program data related to all segments.
- Trend in per student costs, including (separately) the health sciences classified by level of student by campus.
- Estimated cost per student over the next five years.
- Cost to student for living expenses--next five years.
- Cost to student for educational fees and charges.
- Capital expenditures--last five years.

PROJECT III-20-B (Continued)

- Maintenance costs--last five years.
- Breakdown of all sources of revenue, current year and budget year.
- Scholarship program, impact and costs--last five years.
- Salary levels and basis for salary comparison.
- Growth [illegible] administrative costs relative to growth for instruction.
- Library studies--problems, needs, and costs.
- Equipment replacement--policies, needs, and costs.
- Demand related to output in vocational and professional areas.
- Salaries-trend and base for comparison.
- Class size data, for representative colleges.
- Enrollments or FTE related to units of credit earned, five years.
- Student change of programs and incidence of dropouts.
- Estimates of capital needs.
- Expenditures for support, per student, by college last actual year and current budget.
- Any professional analysis providing comparisons of community college cost versus state university and college costs for transfer-type courses and technical courses.
- Alternative methods for accounting students.
- Sources of revenue.

PROJECT III-20-B
(Continued)

B. The issues directly related to Proposition 13.

1. The problems of Community College Finance

- Allocation Mechanism (grants based on enrollment? categorical aid?)
- District equalization in funding.
- Local and State responsibilities in an essentially State-funded system.
  a. Decisions appropriate for the State.
  b. Decisions appropriate for the local boards.
- Functions of the community colleges.
  a. Should certain functions be modified or deleted?
  b. Which functions should be subsidized by the public?
  c. Which functions should be self-supported (user fees)?
  d. Is credit/non-credit a meaningful distinction on a statewide basis?
     (1) As a basis for educational policy?
     (2) As a basis for State funding?

2. Adult Education

- Delineation of function between K-12 and the California Community Colleges.
  a. Adult Basic Education*
  b. English as a Second Language

*These courses were exempted from the prohibition against State apportionments for non-credit courses in SB 154.

PROJECT III-20-B
(Continued)

c. Courses for Naturalization*

d. Industrial-Vocational (apprenticeships)*

e. Courses for handicapped persons*

f. Continuing education to improve skills

g. Courses to improve citizenship

h. Recreational/vocational

- The proper source of funding for each of these areas (State, Federal, student).

3. Student charges.

- Who should pay?

- How much should student pay? Considerations:

a. Impact of student charges on access, enrollment distribution among public and independent segments.

b. Impact of student charges on financial aid programs and the flow of Federal student aid funds to California.

- Basis of charges?

a. Instructional cost.

b. Ability to pay (by lower division, upper division, graduate, etc.).

c. Program.

d. Institutional type.

e. Possible future income.

f. Credit load (part-time, full-time).

*These courses were exempted from the prohibition against State apportionments for non-credit courses in SB 154.

PROJECT III-20-B
(Continued)

4. Equity dilemmas in funding among the segments of postsecondary education.

- Should there be equal funding for equivalent service in all public segments?
- Should the same legislative and executive budget review process be used for all public segments?
  a. Comparison institutions?
  b. Cost of living?
  c. Supply and demand for faculty?
  d. Total compensation (including consulting income, etc.).
- Public-private enrollment distribution; role of state scholarship programs.

C. Existing problems in postsecondary education which were intensified by Proposition 13.

1. The adjustment to steady-state and declining enrollment.
2. Shifts in student demand for various programs.
3. Higher costs per student as enrollments stabilize and/or decline.
4. Increasingly higher proportion of tenured faculty.
5. Excess capacity in programs, facilities, institutions, and segments.

PROJECT III-20-B (Continued)

6. The need for mechanisms at the segmental and State level to review existing programs and to reeallocate resources.
7. Quality.
   a. The appropriateness of the various admission standards.
   b. Ways of measuring the skills of entering students.
   c. Academic standards.
   d. The effectiveness of the instructional process.
   e. Problems of remediation.
8. Declining employment prospects.
   a. The opportunities for holders of a bachelor's degree.
   b. The over-supply of Ph.D.s for traditional kinds of employment.

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